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APPENDIX I

SUGGESTIONS TO PRESIDING OFFICERS

1. The success or failure of a presentation depends, largely, on the speaker. The success or failure of an interrogation, however, depends, in most cases, upon the presiding officer. He has the responsibility for the conduct of the interrogation from start to finish. Proper preparation for the meeting is important. It is believed that the following techniques, which have been employed by presiding officers in the past, generally have produced the best results. These suggestions are intended to be flexible and should be applied in a manner such as the situation appears to warrant.
2. The presiding officer should be outside the door of the conference room at least five minutes before the scheduled meeting. This will afford an opportunity to identify and meet persons attending the meeting and to receive the guest from the Presentation Division's representative at the door. The presiding officer should select persons to occupy seats at the conference table. If seats at the table remain unoccupied, the desired informality and spontaneity of the meeting will be reduced.
3. The presiding officer should attempt to put the guest at ease immediately. If the meeting is small, the guest may be introduced to each person individually but for any meeting over six or eight persons, individual introductions may be cumbersome.
4. The presiding officer should say a few words of welcome in his opening remarks and tell the guest something of the purpose of the meeting, the range of interest, the representation of IAC agencies, the security clearance of individuals present, and the fact that the people present regularly receive from the field the reports and cables which are received by the Departments in Washington (even though this has been discussed with the guest by the Presentation Division's representative before the meeting).
5. After the presiding officer's opening remarks, an easy way to get the guest "warmed up" is to ask him, as a start, to relate the dates of his tour of duty, the nature of his duties (if not obvious), or a description of any trips within the country he may have made. The presiding officer should BEWARE of asking the guest a broad general question at the start or requesting his impressions of the country from which he has recently returned. Doing so may prove advantageous at times, but more often the guest starts talking and relates a considerable amount of historical and encyclopedic information of little use to those present. Once a guest has started in that direction it will become embarrassing to direct him into more profitable channels until he has stopped.

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6. Something the guest may say will undoubtedly provide a clue for the first question or two and the presiding officer should be ready to ask them.

7. After the initial questions, an attempt should be made to have questions come from other persons attending the meeting but the presiding officer should be ready with a question in order to avoid long, protracted silences. He should constantly REMEMBER that he is in charge. He can stop a question if it isn't pertinent, if it changes the subject before the subject should be changed, if it appears discourteous or if it involves a discussion of certain matters of an operational nature.

8. Whenever the presiding officer is satisfied that the guest has been exploited of all intelligence information, pertinent ideas and opinions which are considered cogent, he should bring the meeting to a close with a few words of appreciation. If he has some questions on details which may not be of interest to others at the meeting, it is proper to ask the guest to spend a little time with him in private conference. Such a conference may take place immediately after the meeting or at a later date and place mutually agreed upon. The admission cards of all visitors and the guest must be signed by the presiding officer or by a co-worker whom he designates.

9. The guest should be brought to the Presentation Division, Room 1073, M Building, upon completion of the meeting so that transportation can be provided. This will not be necessary if Presentation Division's representative is present to receive the guest from the presiding officer in the conference room.

10. Presiding at a presentation in the Situation Room will present a slightly different problem. The main variation is that the guest will come prepared to deliver a talk. The presiding officer may find it helpful to have written questions ready to give the speaker before or after his talk, although this is not required. The presiding officer may, informally, ask his "opposite numbers" in the IAC agencies to give him questions to add to his list.

11. Occasionally a government official of a non-IAC agency or a U. S. citizen who has no government connection will be invited to be a guest at a presentation or interrogation. In this event, the presiding officer must bear in mind that the guest does not possess the security clearance of IAC agency members. Security procedures for each such presentation or interrogation will be mutually agreed upon between the presiding officer and the Presentation Division.

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